

# Promotion Board Trends & FY01 Board Analysis

The centralized officer promotion selection system is governed by procedures based on statute (Title 10, United States Code), Army Regulation (AR 600-8-29, Officer Promotions) and policy established by the Secretary of the Army and the Deputy Chief of Staff for Personnel. The selection system is closely monitored and managed because of the far-reaching effects that the selection process has on the mission of the Army, and the professional development, morale and well being of the officer corps.

The basic concept of the promotion selection system is to select for promotion those officers who have demonstrated that they possess the professional and moral qualifications, integrity, physical fitness, and ability required to successfully perform the duties expected of an officer in the next higher grade. Promotion is not intended to be a reward for long, honorable service in the present grade, but is based on overall demonstrated performance and potential abilities.

Congressional and budgetary constraints dictate the number that may be selected for promotion to each grade. Each board considers all officers eligible for promotion consideration, but it may only select a number within established selection constraints. The Medical Service Corps stands as the example for the Army Competitive Category and the other Special Branches by providing detailed management guidance to promotion boards to insure that the needs of the Army are met by Medical Functional Area or separate AOC. The basis for this comes from the Objective Force Mod-

els that are applied to develop the 5-Year Promotion Plan. This is then used to develop maximum and minimum selection by category and helps to develop specific requirements that are stated in each promotion board Memorandum of Instruction (MOI). This is a best business practice to insure that the system produces best qualified officers in needed specialties at each rank. The Secretary of the Army, in his MOI, articulates these needs by establishing limits on the number of officers to be selected. The selection process is an extremely competitive process based on the "whole officer" concept. It is an unavoidable fact that some officers considered for promotion will not be selected for promotion. There are always more outstanding officers who are fully qualified to perform duty at the next higher grade, but who are not selected because of selection capability restrictions based on budgetary constraints.

Since promotion selection boards are not authorized by law to divulge the reasons for selection or non-selection of any officer, specific reasons for the board's recommendations are not known. A non-selected officer can only conclude that a promotion selection board determined that his or her overall record, when compared with the records of contemporaries by category in the zone of consideration, did not reflect as high a potential as those selected for promotion.

This work and subsequent analysis is fragile in the sense that each board's eligible population; in zone, above zone and below zone; is comprised of a different distribution of eli-

gible officers. It is a population of one or a single universe in every review. The MOI for each board contains different AOC promotion requirements based on the AMEDD Objective Force Model and existing inventory. Each selection board membership is comprised of a new and different group of officers who bring with them their own experiences, perceptions and perspectives. This human element adds to the dynamics of the process to select best qualified officers who have potential to serve at the next higher rank.

The value of the significant data displayed in this review provides a display of confidence that the promotion selection boards are meeting their mission by sustaining an officer force by specialty at determined grades. No data or conclusions drawn in this analysis are a predictor of results of future boards for the same grade.

Each officer can be assured that he or she receives fair and equitable consideration. Non-selection for promotion does not imply that an officer has not performed in an admirable manner or that the Army does not value the service performed. Officers not selected for promotion are not precluded from consideration by future boards, provided they meet the eligibility criteria established for consideration.

*No data or conclusions drawn in this analysis are a predictor of results of future boards for the same grade.*

## Promotion Board Statistics

### Lieutenant Colonel Selection Board

13-21 February 2001

Primary Zone Officers Considered for Promotion: 102

Officers Selected for Promotion: Above the Zone- 16

Primary Zone- 67

Below the Zone- 1

### Major Selection Board

3-13 October 2000

Primary Zone Officers Considered for Promotion: 174

Officers Selected for Promotion: Above the Zone- 14

Primary Zone- 131

Below the Zone- 4

Data Source: PERSCOM

## FY 2001 Promotion Board Trends



**Colonel**



### Selection Opportunity Rate

	FY97	FY98	FY99	FY00	FY01
MS	47%	43%	51%	51%	
AN	33%	47%	53%	40%	List not released
SP	40%	50%	100%	57%	
VC	38%	56%	75%	50%	

DOPMA Goal 50%

### Promotion Timing

	FY97	FY98	FY99	FY00	FY01
MS	22/11	22/09	22/07	22/11	
AN	21/03	22/04	23/00	23/08	List not released
SP	20/02	21/06	22/10	21/10	
VC	22/06	21/06	22/06	22/00	

Years of Service to Pin-on Date (year/month)

DOPMA Pin on Date Goal: 22 +/- 1



**Lieutenant Colonel**



### Selection Opportunity Rate

	FY97	FY98	FY99	FY00	FY01
MS	69%	76%	79%	80%	82%
AN	58%	70%	75%	74%	76%
SP	71%	100%	83%	114%	85%
VC	71%	100%	83%	114%	85%

DOPMA Goal 70%

### Promotion Timing

	FY97	FY98	FY99	FY00	FY01
MS	16/09	16/08	16/06	16/01	16/05
AN	16/10	16/03	16/04	16/06	17/01
SP	16/02	16/11	16/03	16/00	16/00
VC	16/00	16/09	16/10	16/00	16/04

Years of Service to Pin-on Date (year/month)

DOPMA Pin on Date Goal: 16 +/- 1



**Major**



### Selection Opportunity Rate

	FY97	FY98	FY99	FY00	FY01
MS	82%	65%	84%	85%	86%
AN	80%	90%	86%	89%	94%
SP	81%	81%	94%	100%	97%
VC	67%	73%	77%	74%	71%

DOPMA Goal 80%

### Promotion Timing

	FY97	FY98	FY99	FY00	FY01
MS	10/10	10/11	10/08	10/06	10/06
AN	10/11	10/09	10/07	10/05	10/06
SP	10/05	10/09	10/06	10/04	10/04
VC	11/01	10/05	10/06	10/02	9/03

Years of Service to Pin-on Date (year/month)

DOPMA Pin on Date Goal: 10 +/- 1

Data Source: Personnel Directorate, Officer of the Surgeon General DASG-PTZ

# FY 2001 LTC Promotion Board Analysis

The Memorandum of Instruction (MOI) for each board contains different AOC promotion requirements based on the AMEDD Objective Force Model. Each selection board is comprised of a new and different group of officers. These officers are asked to serve as promotion board members (half of which are from the Army competitive category and half are AMEDD Officers).

Analysis was conducted on two FY01 promotion boards- the FY01 Lieutenant Colonel and Major Promotion Boards (the FY01 Colonel Promotion Board results have not been released. Upon release an analysis will be conducted and included in next year's MSC Annual Report). The review encompassed five categories. The LTC board

results were considered for field grade OERs; military education (MEL); Command; professional/specialty education; and field grade assignment mix. The Major board review considered OERs; military experience; military education; professional/specialty education.

The analysis did not consider critical subjective information. No consideration was given to the narrative portion of an OER and the weight a board may give to outstanding words with a COM under the old or the new OER system or the relative size of a population for a senior rater. Additionally, no consideration to OERs under the old system or to command OERs compared to other assignments. In fact, there was no review of types of posi-

tions in which officers had served other than TOE and TDA review. It is critical to note that this analysis did not review any OERs for the quality of narrative.

These categories were selected based on frequently asked questions from our officers and insights from our MS PERSCOM career managers as they prepare officers' files for board review.

Most importantly, this analysis will not predict nor was it intended to predict results of future boards. It is a tool for senior officers and junior officers alike to use in discussion of leader development and career management.

Data Source: ORB Review

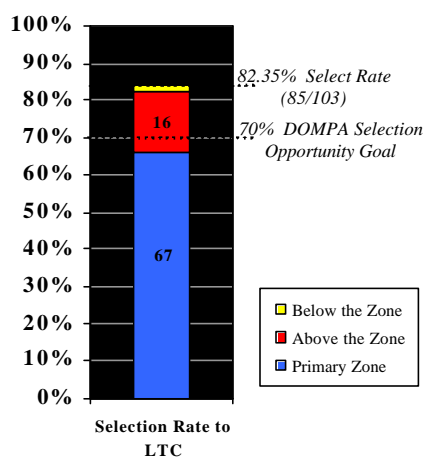


Chart 1

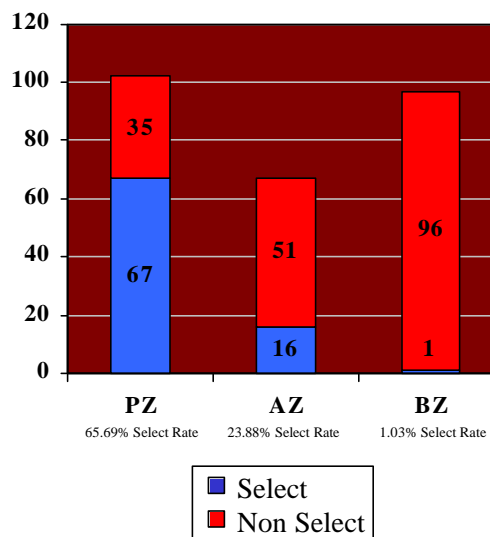


Chart 2

The Lieutenant Colonel promotion selection board convened on 13 February and recessed on 21 February 2001. There were 67 officers considered above the zone, 102 primary zone and 97 below the zone. The results are 16 officers were selected above the zone, 67 from the primary zone, and 1 officer below the zone.

The Defense Officer Promotion Management Act (DOPMA) selection opportunity goal to LTC is 70%. This is calculated by taking the total number of

officers selected for promotion and dividing by the total number officers considered in the primary zone.

Chart one illustrates the DOPMA selection opportunity rate. Chart two illustrates the selection rate within each zone of consideration each zone. Although the DOPMA selection rate to LTC was 82% (84/102), the promotion rate for officers in the primary zone was 66% (67/102). For officers above the zone, 24% were selected for promotion (16/67). 1% of the below the zone

$$\frac{\text{Selected AZ + PZ + BZ}}{\text{PZ Population Considered}} = \text{DOPMA Selection Opportunity Rate}$$

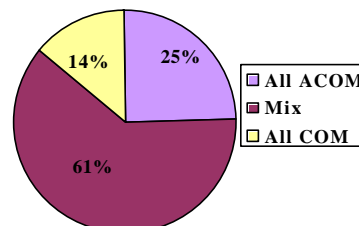
$$\frac{16 + 67 + 1}{102} = 82\%$$

## Field Grade OER Profile

### What are success rates with COM ratings for promotion?

Lieutenant Colonel AMEDD  
recessed 21 February 2001

- \* 85 officers were selected.
- \* The average officer had 3.2 DA67-9 evaluations.
- \* 75% selected had at least one center of mass (COM) rating.
- \* 45% had two or more COM ratings.
  - \* 11 selects had 3 COM evaluations.
  - \* 2 selects had 4 COM evaluations.
  - \* 1 select had 5 COM evaluations.



OER ratings for officers selected  
for promotion  
ACOM- 21  
ACOM & COM- 52  
All COM- 12

The DA 67-9 OER system was implemented in October 1997. The average promotion file contained 3 to 4 of these field grade OERs while some officers only had one, others had over six and a few had only Academic Evaluation Reports. The ACOM and COM ratings were used only as a unit of measure and

do not take into account the verbiage used in the evaluation (nor does it take into account the types of positions held as a Major). 2% of the officers not selected for promotion had all ACOM ratings while there were officers selected, for promotion, with all COM ratings in their file. This suggests that strong

words in the narrative of the OER can be just as important as the ACOM/COM rating. Officers should seek challenging assignments and perform well. Senior Raters should focus on well-written narratives that strongly describe the rated officer's performance and potential.

Data Source: PERSCOM

## Military Education

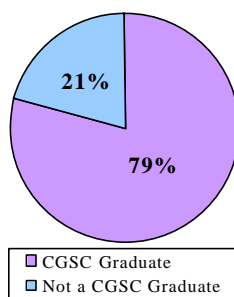


Chart 1

CGSC completion for all officers  
considered for promotion  
(135/171)

A majority of the eligible Major population considered for promotion to LTC had completed

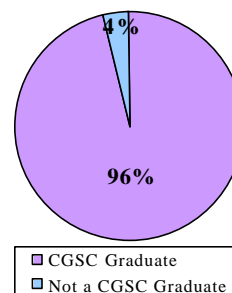


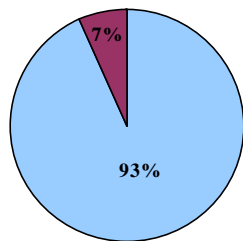
Chart 2

CGSC completion for officers  
selected for promotion (82/85)

CGSC. The completion of CGSC by any means- resident, USAR or correspondence- will

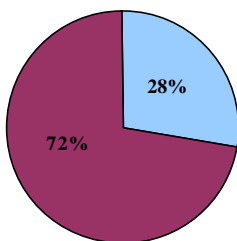
make an officer's record more competitive for promotion to LTC.

## Command



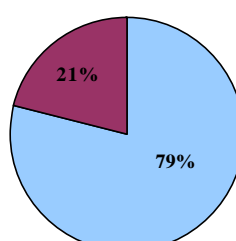
Command  
No Command

MFA 70 Officers considered for promotion with command (97/104)



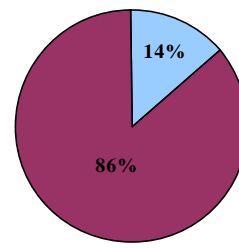
Command  
No Command

MFA 71 Officers considered for promotion with command (5/18)



Command  
No Command

MFA 72 Officers considered for promotion with command (15/19)



Command  
No Command

MFA 73 and AOC's 67E, F, G Officers considered for Promotion with command (4/29)

Unlike the previous categories, the significance of command differed by MFA. A command was considered a company command or above. 71% of the Medical Service Corps Officers considered for promotion had completed a command. 73% of the officers selected had a company command. The following charts break these numbers further by MFA.

Of the 104 MFA 70, administrative officers considered for promotion, 97 (93%) have at least one command OER in their promotion record. Thus, in this career field. (It appears essential for all AOC's in the MFA 70 to have either company or field grade command.)

18 MFA71 officers were considered for promotion. Only 28% (5) of the officers considered for promotion have completed a command. 57% of the individuals selected did not have company command. Officers in this MFA have other key assignments and do not normally serve as a company commander.

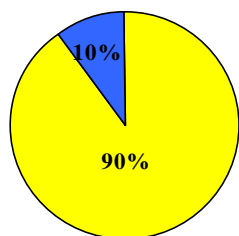
There were 19 MFA 72 officers considered for promotion. 79% (15/19) of the officers selected had completed a command. Similar to MFA 70, command did appear to be a discriminator for MFA 72. However, 72A, 72B and 72C officers do not have company commands to serve in. Many of the company command opportunities

for the 72D and 72E are as a Major in a PM detachment.

Of the 19 MFA 73, and AOC's 67 E, F, and G officers considered for promotion, 86% (25) of the officers considered for promotion did not have a command. Only 13% (2) of the officers selected for LTC had completed a command. 87% of the officers did not have command. Similar to the 67B's, command did not appear to be a discriminator for the MFA 73, and AOC's E, F, and G's. Company command is not a key assignment for officers in this MFA.

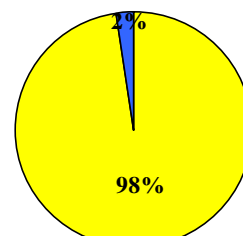
It is not part of the life cycle model for MFA71 and MFA 73, AOC's 67E, F, G (some MFA72 officers) to command.

## Civilian Education- Post Graduate Degree (Master's Degree of Above)



Master's Degree or PhD  
Bachelors Degree

Officers considered for promotion with a post graduate degree (154/171)



Selected with Masters Degree or Above  
Selected with Bachelor's Degree

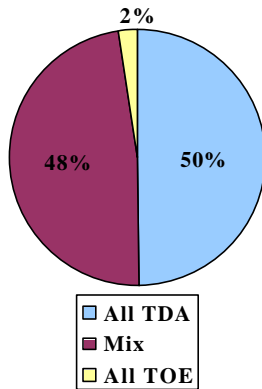
67B officers selected for promotion with a post graduate degree (83/85)

There is no requirement for officers to hold a post-graduate degree in order to be promoted to LTC. Also

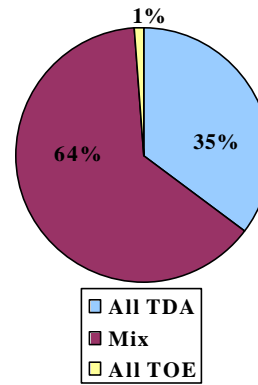
having earned a masters degree does not ensure promotion. However, the results of this board suggest that a

post-graduate degree can make a file more competitive.

### Field Grade Assignments



Field grade assignments for officers **considered** for promotion  
 All TDA– 85  
 TDA & TOE– 82  
 All TOE– 4



Field grade assignments for officers **selected** for promotion  
 All TDA– 30  
 TDA & TOE– 54  
 All TOE– 1

Although displayed as a Corps total, there were differences among the four MFAs when reviewing a combination of field grade TDA and TOE assignments. For MFA 70 and MFA 72,

specifically AOCs 72D and 72E, it appeared important to have both TDA and TOE assignments as a field grade officer. The preponderance of officers in MFA 71 and MFA 73, as well as,

AOCs 72A, 72B, 72C, 67E, 67F, and 67G are limited in opportunity for TOE assignments and therefore were not disadvantaged by not having a mix of assignments.

## Leader Development

### FY 2001 Major Promotion Board Analysis

The Major promotion selection board convened on 3 October and recessed on 13 October 2000. There were 47 officers considered above the zone, 174 primary zone and 192 below the zone. 14 officers were selected above the zone, 131 primary zone, and 4 below the zone.

The DOPMA opportunity selection goal to Major is 80%. The DOPMA selection opportunity rate was 85.6%

$$\frac{\text{Selected AZ + PZ + BZ}}{\text{PZ Population Considered}} = \text{DOPMA Selection Opportunity Rate}$$

$$\frac{14 + 131 + 4}{174} = 85.6\%$$

Chart one illustrates the DOPMA selection opportunity rate. Chart 2 illustrates the selection opportunity selection rates within each zone of consideration. Although the DOPMA selection rate to MAJ was 85.6% (149/174), the promotion rate for officers in the primary zone was 75.3% (131/174). For officers considered above the zone, 29.8% (14/47) were selected for promotion. 2.1% (4/192) of the below the zone officers were selected for promotion.

Data Source: ORB Review



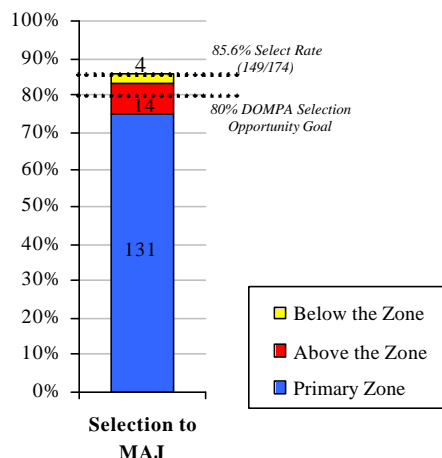


Chart 1

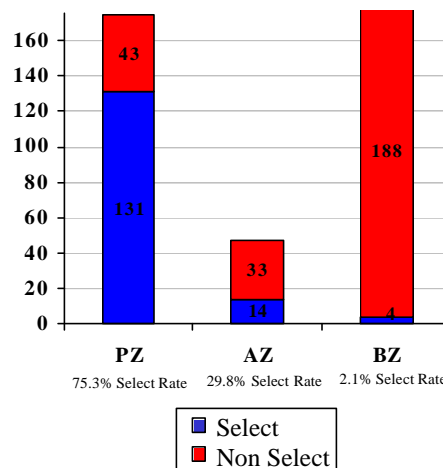


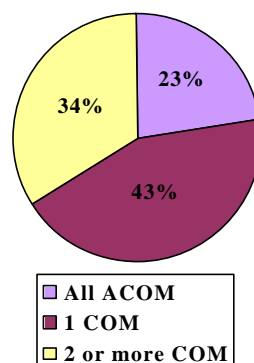
Chart 2

## OER Profile

### What are success rates with COM ratings for promotion?

Major AMEDD recessed 13 October 01

- \* 149 officers were selected.
- \* The average officer had 2.9 DA67-9 evaluations.
- \* 17% selected had at least one center of mass (COM) rating.
- \* 34% had two or more COM ratings.
- \* 18 selects had 3 COM evaluations.



OER ratings for officers selected for promotion  
ACOM- 34  
1 COM- 64  
2 or more COM- 51

Only the DA 67-9 OERs, submitted under the new Officer Evaluation Reporting (OER) system, were considered in the analysis for this part of the study.

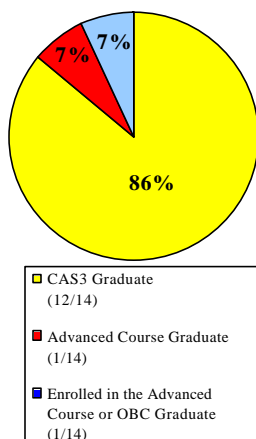
The average promotion file contained 3 to 4 of DA 67-9 OERs. Similar to the LTC Promotion Board, the

ACOM and COM ratings were used only as a unit of measure and does not take into account the verbiage used in the evaluation. Nor does it take into account command OERs. All COM OERs are not equal. Verbiage and maturity of senior rater profile are factors that can increase or decrease the

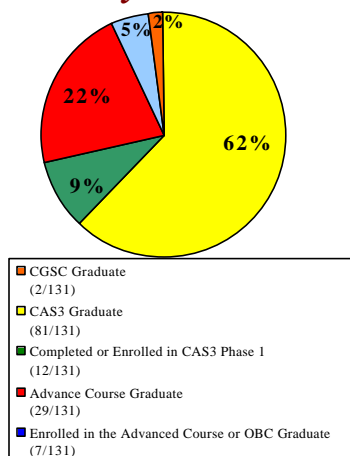
weight of an OER. Officers can be selected for promotion with COM evaluations provided they seek the tough jobs and receive strongly worded reports.

Data Source: PERSCOM

## Military Education



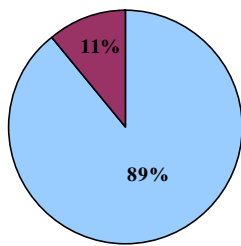
Military Education for officers selected Above the Zone



Military Education for officers selected in the Primary Zone

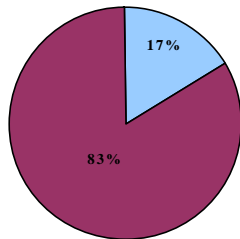
Military education is significant to the growth and development of our officers. Individual pursuit of military education demonstrates a commitment to our profession. It is important to note that there is no requirement for completion of CAS3 to be promoted to Major.

## Company/ Detachment Command



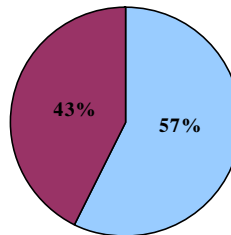
Command  
No Command

*MFA 70 Officers considered for promotion with command (144/161)*



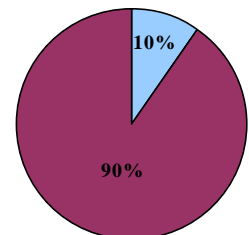
Command  
No Command

*MFA 71 Officers considered for promotion with command (2/12)*



Command  
No Command

*MFA 72 Officers considered for promotion with command (12/21)*



Command  
No Command

*MFA 73 and AOC 67 E, F, G Officers considered for Promotion with command (3/31)*

### MFA 70

Of the 161 MFA 70 officers considered for promotion 144 (89%) had at least one command OER in their promotion record. 8 out of the 17 MFA 70 officers that did not have a company command were 67J. (67J's typically complete a company command as a Major or senior Captain. Thus, in MFA 70, it appears essential for all AOC's to have completed a company command.

### MFA 71

17% (2/12) of the MFA 71 officers considered for promotion completed a company command. Similar with the LTC promotion board analysis, company command for the 67B did not appear to be a promotion discriminator, nor is it part of the 67B officer's life cycle to command.

### MFA 72

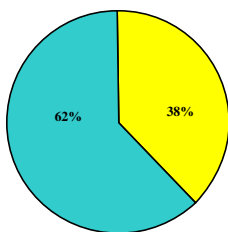
There were 21 MFA 72 officers considered for promotion. 57% (12/21) of the considered officers had completed a

command. Of the 12 officers considered for promotion with a company command, 9/12 were in AOC 72D or 72E.

### MFA 73, AOC's 67 E, F, G

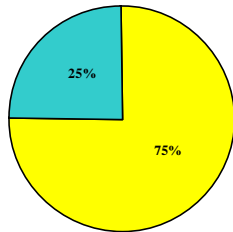
Of the 31 MFA 73, AOC E, F and G officers considered for promotion, 10% (3) of the officers had a company command. Similar to the MFA 71, company command is not a discriminator for MFA 73 and AOC's 67 E, F, G, nor is it part of their leader development plans.

## Civilian Education- Post Graduate Degree (Master's Degree or Above)



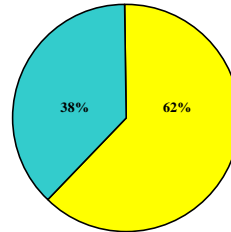
Post Graduate Degree  
Bachelor Degree

*MFA 70 officers considered for promotion with a post graduate degree (61/161)*



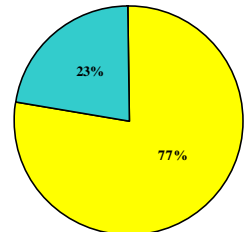
Post Graduate Degree  
Bachelor Degree

*MFA 71 officers considered for promotion with a post graduate degree (9/12)*



Post Graduate Degree  
Bachelor Degree

*MFA 72 officers considered for promotion with a post graduate degree (13/21)*



Post Graduate Degree  
Bachelor Degree

*MFA 73, AOC's 67 E, F, G officers considered for promotion with a post graduate degree (24/31)*

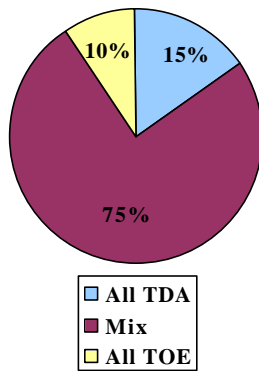
Many of our Allied Science officers hold post graduate degrees by virtue of their disciplines minimum education standard. Some are earned prior to accession into the MSC and others are the result of service development and internship programs. However, there is a perception in the field that an officer must have a postgraduate degree prior to Major. This is a particularly preva-

lent belief in the MFA 70. The statistics from the FY 01 Major's board indicate that a postgraduate degree does not support this belief. In MFA 70, 103 officers were selected for promotion. Of these officers selected, 58% (59/103) did not have a post graduate degree. The MSC life cycle model DA Pam 600-4 indicates that an officer should obtain a postgraduate degree between

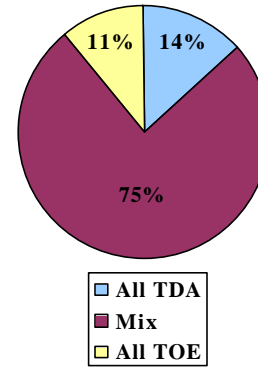
service years 5-15 (between CPT and MAJ.) During this time frame, an officer is also eligible for long term health education and training (LTHET). An officer may apply for a postgraduate degree through the LTHET program or obtain a degree on personal time.



## Company Grade Assignments



*TDA and TOE assignments for officers **considered** for promotion*  
 All TDA- 34  
 TDA & TOE- 165  
 All TOE- 21



*TDA and TOE assignments for officers **selected** for promotion*  
 All TDA- 20  
 TDA & TOE- 110  
 All TOE- 16

There is not a “one key assignment”, either TDA or TOE, which appeared to guarantee promotion to MAJ. When and where possible, it is equally important to have a variety of field grade

TDA and TOE assignments in MFA 70 and 72. Due to the amount of clinical/research work in MFA’s 71 and 73, AOC’s 67E, 67, and G TDA assignments are critical for clinical profes-

sional development. Job performance appears to be a greater factor for promotion success.








### Promotion Board Hints

*The following list are consistent items identified by each selection board. Officers can help themselves by insuring the following items are updated prior to a selection board:*

- 1. Current DA photo. (Preferably taken within the last year.) Although not required, please send two copies.*
- 2. Current and signed ORB*
- 3. Review microfiche for OER’s AER’s, awards, decorations, and college transcripts. Ensure they are all current and correct several months before the board convenes. Officers can obtain a microfiche copy by completing the “Request for Microfiche” form located on the PERSCOM web page.*
- 4. Please send your ORB and DA photo to your Career Manager not later than 30 days prior to your selection board.*

*Commander, PERSCOM  
 ATTN: TAPC-OPH-MS  
 200 Stovall Street  
 Hoffman II, Room 9S69  
 Alexandria, VA, 22332-0417*

### Future Promotion Board Dates

Grade	Date	
 Colonel	9-19 July 2002	
 Lieutenant Colonel	12-22 February 2002	
 Major	2-12 October 2001	
 Captain	5-15 March 2001	